

DOE-ID STRATEGIC PLAN - JUNE 1997

SITUATION ANALYSIS

The Department of Energy's Idaho Operations Office (DOE-ID) strengths are the history, character, and culture of the employees. DOE-ID is a technical organization with an engineering tradition and a reputation for taking on challenges while maintaining quality and safety. DOE-ID has coupled its engineering tradition with environmental expertise, both technical and regulatory, to create an entity that is unique within the Department and within the federal government.

DOE-ID serves the following:

- The Department of Energy Environmental Management (DOE-EM) Program as the dominant customer
- DOE non-EM programs
- Other federal agencies
- Private industry.

The DOE programs and other federal agencies are heavily influenced by administration and congressional priorities, including pressure to do more with less money and to become less centralized and bureaucratic. DOE-EM differs from the other DOE programs in driving toward mission completion, rather than program continuation. The overall federal agenda includes maintenance and improvement of environmental quality.

DOE-ID is, in turn, heavily influenced by DOE's Agency-wide agenda. Secretary of Energy, Federico F. Peña, has defined four priorities:

- Developing a realistic strategy for strengthening the nation's energy security
- Maintaining the capacity and resources to assure the safety and reliability of the nation's nuclear deterrent
- Aggressively continuing cleanup of the environmental legacy of the Cold War and finding lasting ways to dispose of nuclear waste
- Maintaining our country's leadership in science and technology.

He has stated that national laboratories should focus their specialties within the above four priorities and has emphasized partnering among laboratories, industry, and academia to improve mission accomplishment.

New partnerships have positioned DOE-ID for the future. DOE has negotiated the Settlement Agreement with the State of Idaho to resolve the State's concerns about treatment and

removal of spent fuel and waste. DOE-ID has also developed the Long Range Plan (LRP) with the INEEL Management and Operating (M&O) Contractor to leverage INEEL core competencies to expand in existing and into new markets.

Decreasing budget and changing missions are causing increased competition for federal dollars in the DOE complex. To remain a viable contributor, DOE-ID needs to increase its understanding of drivers for change and customer needs. Specifically, DOE-ID needs to increase its knowledge of national problems that can benefit from DOE-ID and the Idaho National Engineering and Environmental Laboratory (INEEL) expertise and capabilities.

DOE-ID defines success as the achievement of its **VISION**. A key success factor is the meeting of commitments, in particular, those associated with the Settlement Agreement. A second key success factor is the ability to respond rapidly to new opportunities to serve national needs, specifically, implementation of the LRP. Based on these two key success factors, DOE-ID has identified the following as strategic issues for success. First, DOE-ID must optimize its relationships with partners, including customers, suppliers, and stakeholders. Second, DOE-ID must successfully integrate its current plans with various partners, e.g., Accelerating Cleanup: Focus on 2006 Discussion Draft, formerly known as the Ten Year Plan, and the LRP. Third, DOE-ID must insure the readiness of the INEEL for the 21st century by inculcating an entrepreneurial attitude, flexibility, speed, and the right combination of skills. Fourth, DOE-ID and INEEL must earn a reputation as the preferred environmental solution provider.

This Plan sets forth how DOE-ID intends to address the two factors critical to its success and the identified strategic issues. The strategic goals, the corporate management goals, and their associated strategies describe DOE-ID's intended actions in response to the strategic issues it faces. DOE-ID's commitments to this path have a direct bearing on its ability to meet the challenge presented by the vision of the future stated below.

MISSION

Execute engineering and environmental multi-program missions and leverage INEEL's expertise with emerging technology to meet national needs.

VISION

The INEEL is recognized as the national engineering and environmental laboratory operating in a multi-program mode.

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VALUES

We foster a corporate culture in which each DOE-ID employee has the skill and environment that allow them to make effective contributions to the accomplishment of the **MISSION, VISION, and GOALS**. We will operate according to a set of values that form the basis for nurturing this culture. As individuals and as a team, we strive to uphold these values:

People — DOE-ID's strength is our workforce. We are committed to maintain a team of highly qualified individuals that is representative, at all levels, of America's diversity. We foster a culture built on trust, respect, teamwork, communication, and empowerment in an environment that is free of discrimination.

Environmental, Safety & Health (ES&H) — We are committed to provide a safe and healthy workplace for our employees, protect public health and safety, and protect our environment.

Leadership — We are visionary, lead by example, and develop our successors. We place a high value on integrity and demonstrate fairness, honesty, accountability, and professionalism in our decision making and performance.

Teamwork — Our collective contributions are greater than any one individual's achievement. We treat our colleagues with respect and support each other as we work toward the organization's goals. Diverse participation produces better and more innovative solutions.

Commitment — We gain the trust of our employees, customers, stakeholders, and partners with open, timely, accurate communication and by following through on our commitments.

Results Oriented — Our focus is on producing a quality product/service rather than on process. We have a can do/will do attitude and seek to continually improve our business practices.

Customer Focus — We seize opportunities to provide products and services that exceed customer expectations. We measure customer satisfaction and adjust our course of action when customer feedback requires.

KEY CAPABILITIES

DOE-ID has developed and maintains complementary expertise between itself as a federal entity and the INEEL. The key capabilities resulting from that partnership are:

- Design, analysis, construction, and operation of complex

nuclear and non-nuclear facilities

- Integrated systems engineering solutions for large complex national systems and environmental problems
- Technology development and deployment in applied environmental science and engineering
- Modeling, testing, and validation of first-of-a-kind engineered systems
- Unique technical capabilities in radiochemistry, radiation dosimetry, and radio bioassay.

STRATEGIC GOALS

GOAL 1: COMPLETE THE COLD WAR LEGACY MISSIONS

STRATEGIES

- Aggressively implement the Settlement Agreement and other commitments
- Form strategic alliances with other DOE sites, other federal agencies, and industry
- Incentivize INEEL EM programs
- Implement an integrated life-cycle EM program
- Deploy new technologies
- Drive national disposal policy and strategy
- Communicate successes.

PERFORMANCE MEASURES

- Cumulative numbers of actions planned per agreements, consent orders, and Federal Facility Compliance Act/Consent Order vs. cumulative numbers of actions achieved over time (annual performance and trend)
- Cumulative amount of funding required vs. cumulative amount of funding received over time (annual performance and trend).

GOAL 2: EXCELLENCE IN OPERATIONS AND R&D MISSIONS

STRATEGIES

- Maintain a quality product at acceptable price and schedule

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- Incentivize nonlegacy programs
- Leverage the expertise and customer relationships obtained into new project areas.

PERFORMANCE MEASURES

- Cumulative amount of funding required vs. cumulative amount of funding received over time (annually)
- Expected award or incentive fee rating (converted to award score based on % earned) vs. actual.

GOAL 3: APPLY INEEL CAPABILITIES TO A BROADER MIX OF PROBLEMS AND CUSTOMERS

STRATEGIES

- Implement the LRP to address the following national needs:
 - Achieving affordable, validated, minimum risk, engineered solutions to global environmental problems
 - Safe, cost-effective reduction of DOE nuclear legacy
 - Minimize and mitigate threats associated with proliferation, terrorism, hostile military, and criminal actions
 - Safe, reliable application of reactor technologies and safe efficient spent nuclear fuel management, interim storage, and disposal preparation
 - Leverage DOE's investment success to solve existing and emerging environmental problems and related national needs.
- Make the INEEL better known and more accessible to potential customers
- Develop and maintain necessary funding and infrastructure to support expanded program base.

PERFORMANCE MEASURES

- LRP sign-up and sales performance (forecast vs. actuals)
- Planned non-EM amount costed (not counting capital and construction amount) vs. actual non-EM amount costed over time (annually).

Goal 4: PROMOTE ECONOMIC GROWTH THROUGH R&D AND COMMERCIALIZATION PARTNERSHIPS

STRATEGIES

- Conduct all programs in a manner that leverages both federal and private resources to maximize return on investment for DOE and its partners
- Create an environment that is conducive to start-up high technology companies
- Identify, create, and deliver successful programs involving industrial partnership
- Streamline business approaches and practices to establish and maintain timely, effective partnerships with industry, academia, and other governmental entities.

PERFORMANCE MEASURES

- Cost share ratio with industry for INEEL projects
- Number of INEEL business spinoffs and approximate jobs created.

CORPORATE MANAGEMENT GOALS

Corporate management goals differ from strategic goals in that they define a way of doing business to which DOE-ID ascribes in the pursuit of its **VISION**. Corporate Management goals are overarching because they must be fully considered when implementing each of the strategic goals.

CM 1: ESTABLISH THE INEEL AS THE NATIONAL LABORATORY OF CHOICE FOR ENGINEERING AND ENVIRONMENTAL ANALYSIS AND SOLUTIONS

STRATEGIES

- Improve awareness of INEEL as a national resource
- Capitalize on the synergy between site operations and lab expertise
- Excel in producing engineered solutions to environmental problems.

PERFORMANCE MEASURES

- Patents and licenses resulting from INEEL technology
- Collaborations with other federal agencies, universities, industry, and national labs.

CM 2: ACHIEVE A RELATIONSHIP WITH THE CONTRACTOR THAT ENCOMPASSES MULTIPLE ROLES FROM PARTNERSHIP TO OVERSIGHT

STRATEGIES

- Continue and enhance partnership with the INEEL M&O Contractor through integration of planning activities such as LRP and Accelerating Cleanup: Focus on 2006 Discussion Draft
- Include, in operating plans, organizational objectives that ensure "arms length" relationships
- Optimize the contractual agreements.

PERFORMANCE MEASURE

- Award Fee scores on management section trended over time.

CM 3: MAXIMIZE INEEL OPPORTUNITIES BY FOSTERING STAKEHOLDER SUPPORT

STRATEGIES

- Develop and utilize stakeholder input and support
- Facilitate informed decisions by stakeholders on INEEL projects and programs.

PERFORMANCE MEASURE

- Projects developed utilizing stakeholders' input and support.

CM 4: DEMONSTRATE OPERATIONAL EXCELLENCE INCLUDING A COST EFFECTIVE, RESULTS ORIENTED ES&H PROGRAM

STRATEGIES

- Integrate effective ES&H management systems (International Organization for Standardization - ISO 14001, Defense Nuclear Facility Safety Board - DNFSB 95-2, Enhanced Work Planning, Voluntary Protection Program) into a single, overall DOE-ID and M&O Contractor program incorporated into our business practices in a cost-effective manner and reflect a graded or risk- and health-based approach
- Resolve all INEEL noncompliance and closure issues with the regulators based on priorities that balance risk, cost, and national needs
- Assume a leadership role in increasing external regulation in a manner that enhances performance and credibility
- Improve contract management and cost effectiveness for ES&H activities, with clear contract performance

objectives and contractor accountability for compliance

- Perform to ever increasing standards of operational excellence.

PERFORMANCE MEASURES

- Number of noncompliances with ES&H requirements identified by the cognizant regulatory authority, tracking newly identified vs. previously disclosed noncompliances (annually and trended)
- Planned activities for integrated environmental and safety management systems vs. accomplished activities (annually and trended)
- Number of unplanned significant operational incidents, including technical safety requirements violations, safety limit violations, operational safety requirements violations, and radiation overexposures.

CM 5: DEVELOP AND MAINTAIN KEY CAPABILITIES REQUIRED TO EXECUTE THE STRATEGIC PLAN

STRATEGIES

- Develop and implement a human resource management system integrating the assessment of critical skill needs, hiring strategies, technical development, internal budget development, performance management, training and development, and mentoring
- Leverage existing key capabilities into new or emerging markets
- Establish strategic partnerships to supplement key capabilities to meet market needs
- Establish long term physical plant and supporting infrastructures to support continuation of key capabilities
- Focus training and education programs on improving employee productivity in mission-related fields and in areas of new business development.

PERFORMANCE MEASURE

- Progress toward implementing the DOE-ID Staffing Plan.

PERFORMANCE TRACKING

We will revisit the DOE-ID Strategic Plan at least annually and revise this plan in accordance with situational changes. Progress toward accomplishing strategic goals and corporate management goals will be reviewed semiannually.